

Business Plans

INDEX

Introduction	2
Personal Expenses and Income Assessment	3
Average Annual Income and Expenditure – Forest of Dean	3
Average Annual Income and Expenditure for residents of the farm	4
Comparisons and Conclusions	5
Business Plans	7
Fruit Tree Nursery	7
Laying Hens	15
Working Horses	20
Woodland Project	27
Herb Project	35
Market Garden	42
Mycogeneration	53
Community Garden	64

Business Plans Introduction

The businesses run at Yorkley Court Community Farm operate as individual projects which are focalised by particular individuals and are supported by other residents and volunteers of Yorkley Court Community Farm. The businesses function together as a whole through a co-operative consortium. This consortium serves as a central body for co-ordinating the overall vision and use of the land at Yorkley Court Community Farm and the sharing of tools, resources and any joint finances.

The businesses outlined here are in total forecast to earn each individual living on the farm (15 in total) a monetary wage, as well as produce, goods and services for use by the community living on the farm and the wider community. The business plans are set out in such a way as to give information about how they will be run and function, how many people they will employ, the costs involved in set-up and yearly expenses, the income and resulting profit obtained and the amount valued in pounds of goods and services going directly back into the community of residence who live on the land.

The total money projected to be achieved by all the businesses on site by year 5 is £34,277.00. This will provide each resident with an income of approximately £2,285.00. Although this appears at first glance to be insufficient to support oneself, when offset by the savings made by living in a largely self-sustaining manner as is the case for the residents of Yorkley Court Community Farm it is clear that the overall standard of living is comparable, if not greater than that of the average person living in the Forest of Dean. This is explained in detail in the section 'Personal expenses and income assessment'.

It is important to remember that this is only a representation of the current enterprises being conducted on the land and there remains great scope for additional or different land based projects to take place on the farm in the future.

Business	Acres	Number of people	Profit £	Output/ subsistence savings £
Market Garden	2	2	3510	2850
Community Garden	3	4	5510	14,000
Laying Hens	0.5	0.5	1630	776
Working Horses	4	1.5	4885	1680
Woodland Coppice and Crafts	15	3.5	9307	4100
Mycogeneration	0.25	1	5050	900
Herbs	0.25	1.5	2545	800
Tree Nursery	0.5	1	1840	630
Totals	25.5	15	£34,277.00	£25,736.00

Personal Expenses and Income Assessment

The intention of this document is to demonstrate that the projects proposed at Yorkley Court Community Farm will generate sufficient income for the residents of the community, ensuring that livelihoods are comparable to standards existing within the Forest of Dean.

This is based on the available data for average income and average expenses of households within the Forest of Dean. This is then compared to expenses (cost of living) incurred by those living at Yorkley Court Community Farm and linked with the incomes predicted to be generated from the land by year 5.

Average Annual Income and Expenditure – Forest of Dean

Income

Average income for the Forest of Dean private tenants is £8991 [1].

Expenditure

Table 1 below shows a breakdown of the average monthly and yearly expenditure of people living in the Forest of Dean.

Table 1

Expenses	Monthly	Annual
Rent [2]	£235	£2820
Food [3]	£80	£960
Toiletries [4]	£13.29	£159.43
Utilities – Gas/Elec [5]	£66.43	£797.14
Council Tax [6]	£49.83	£598
Water [7]	£13	£156
Internet & Phone [8]	£10	£120
Mobile Phone [9]	£15	£180
Transport to Work [10]	£69.86	£838.29
Clothing [11]	£20.57	£246.86
Household [12]	£88.29	£1059.43
Total	£661.27	£7935.15

Deducted from the average income this leaves an average disposable income of £87.98 per month.

[1] Forest of Dean Housing Survey November 2009

[2] Based on two people sharing in private tenancy - Forest of Dean Housing Survey Nov 2009

[3] Food: £20 /week as per <http://www.bbc.co.uk/news/magazine-22065978>

[4] Family Spending Survey 2012

[5] Utilities: £31/week two people sharing 2012 report from the DECC

- [6] Council Tax: 2 people sharing national average
 [7] Water: 2 people sharing national average water bills
 [8] Landline + Internet: Based on 2 people sharing low quota deal.
 [9] Price estimate of low quota phone contract
 [10] Transport: on average, the poorest 20% of single adults spend £16.30 a week on transport, primarily on getting to and from work. 'Family Spending Survey' 2012.
 [11] Clothing: £4.80 a week Family Spending Survey 2012
 [12] Home Goods: Tools, appliances, furniture, bedding, kitchenware £20.60/week 'Family Spending Survey 2012'
 [13] Disposable income is calculated by taking the average income for people living in the Forest of Dean minus the average expenditure of people living in the forest of Dean (outlined in table)

Average Annual Income and Expenditure for residents of Yorkley Court Community Farm

Income

By year 5, the combined total income derived from the business projects based on the land at Yorkley Court Community Farm amount to a yearly income of £34,277.00. The projects employ 15 people working full time (min of 30hrs/week). This therefore provides each full time worker with a yearly income of approximately £2,285.00.

The number of people that each project employs is an average across the year. It is important to remember that much of the work undertaken in many of the projects is seasonal. For example the wood coppicing project in reality would require at least 5-6 people to be coppicing and involved in woodland management tasks during the winter months but only a few hours would be required to maintain the woodlands during the summer. As such an average of 3.5 people have been assigned to this project.

In reality, work hours related to growing food would massively increase over the summer months. As a result of this, positions are very fluid and provide opportunities for the movement of labour and assigning of tasks across the different projects based upon seasonal need. As such, both the tasks undertaken and the number of hours worked in any given week will vary between individuals and be dependent upon need and time of year.

Expenditure

Table 2 below shows a break down of the average monthly and yearly expenditure of people living at Yorkley Court Community Farm.

Table 2

Expenses	Monthly	Annual
Rent [2]	£0	£0
Food [3]	£5	£60
Toiletries [4]	£4	£48
Utilities – Gas/Elec [5]	£2	£24
Council Tax [6]	£5.62	£84.33
Water [7]	£1	£12

Internet & Phone [8]	£0.50	£6
Mobile Phone [9]	£10	£120
Transport [10]	0	£0
Clothing [11]	£20.57	£246.84
Household [12]	£5	£60
Total	£53.69	£661.17

[1] Taken from the Business Project Plans included in the Planning Application.

[2] Rent is paid through contribution to projects on the land and to communal tasks

[3] Food is mostly produced on-site. Wholesale bulk dry goods are purchased collectively. This figure is based on the average amount currently required per person, taken from previous orders.

[4] As residents do not use excessive toiletries costs are reduced to natural soap and toothpaste. Based on average estimated expenditure.

[5] Fuel needs for cooking and heating are met by wood coppiced on site. Costs included are to cover the maintenance of 12v solar electrical systems per person.

[6] Based upon 15 people sharing the cost of a band B property in Lydney.

[7] Based on cost per person of maintaining the 12v solar pump and filter.

[8] Based on the monthly cost of a dongle divided between 15 people.

[9] Based on average phone contract spending by residents.

[10] As residents work is on site transport costs are negligible and where necessary are off-set against the profits in the business plans. Personal vehicle ownership and maintenance, or other transport costs are met using 'disposable income'.

[11] Based on Family Spending Survey as figures for residents averages are not known.

[12] Based on average spending per person per year for communal kitchen and bathroom goods.

Comparisons and Conclusions

Table 3 below shows the annual savings made by those people living at YCCF compared with the average living expenses of a person living in the Forest of Dean.

Table 3

Expenses	Average Annual for FOD residents	Average Annual for YCCF residents	Annual Saving
Rent	£2820	£0	£2820
Food	£960	£60	£900
Toiletries	£159.43	£48	£111.43
Utilities – Gas/Elec	£797.14	£24	£773.14
Council Tax	£598	£84.33	£513.67
Water	£156	£12	£144
Internet & Phone	£120	£6	£114
Mobile Phone	£180	£120	£60
Transport to Work	£838.29	£0	£838.29
Clothing	£246.86	£246.84	£0
Household	£1059.43	£60	£99.43
Total	£7935.15	£661.17	£7273.98

When the savings from low living expenses and the projected annual income of £2,285 are taken into account, the average monthly disposable income by year 5 is £135.31 per resident. This demonstrates that those living at Yorkley Court Community Farm are able to maintain a standard of living which is greater than, if not equal to the regional average.

Fruit Tree Nursery Business Plan

Background

Context

The aim of this enterprise is to produce fruit and nut tree stock for the farm and enterprises of Yorkley Court Sustainable Farmers co-operative who are doing gardening projects on the farm and around the forest, as well as selling stock both locally and nationally through a website to provide some supplemental income.

The enterprise is employing one person full time at a minimum of 30 hours.

In recent years there has been a growing trend for productive, low maintenance gardens in the style of the “forest garden”. On forest gardens, *The Federation of City Farms and Community Gardens* says:

“Forest gardens are modelled on natural woodland. Like natural woodland, they usually consist of three layers:

- tree layer which contains fruit and nut trees
- shrub layer for fruit and nut bushes
- ground layer for perennial vegetables and herbs

Today forest gardens are being planted all over the country in both rural and urban locations, in a range of climates and in a variety of guises... The beauty of forest gardens is that they require minimal maintenance as they are essentially multi-layered ecosystems designed to mimic small woodlands.”

I aim to produce both a range of traditional fruit and nut trees which are low-maintenance and produce good crops, as well as a number of more exotic species, such as the Siberian Pea Tree or Trifoliate Orange – an Asian citrus tree that can grow in the British climate.

Other members of the co-operative are already starting to work in the local area setting up edible gardens for people who have unused garden space and there are small businesses involved in gardening and landscaping locally that are interested in using the forest garden model.

The grower and relevant experience

I have previously studied under Niels Corfield on a course covering the practicalities of setting up and running a tree nursery business, and have been engaging in self-directed studies for some time in the areas of perennial plant

propagation and forest garden style agriculture. As well as building a theoretical knowledge of arboriculture I also have practical experience in grafting fruit trees, propagation of perennials by seed and by hardwood cuttings and practical tree care such as pruning.

Short term goals

Initially the main focus is on setting up a stock garden which consists of a range of “mother plants” from which cuttings can be taken for grafting or vegetative propagation, and propagating a selection of rootstocks for grafted fruit tree cuttings. I currently have a selection of around 20 fruit and nut trees in my stock garden and a number of fruit bushes, each of which are varieties specially selected for specific characteristics such as hardiness, disease resistance and favourable pollination characteristics. This will provide the finished products with clear selling points and marketability.

Long term goals

Longer term goals include expanding production of trees and plants, setting up a website for displaying and marketing the products nationally and producing liquid feeds for container-grown plants. This will include some experimentation with fermented biofertilisers, a type of organic liquid feed used extensively in South America, which can be produced on site easily and in substantial quantities.

Business outline

Description

The proposed business is a nursery predominantly producing fruit and nut trees and bushes, as well as some other forest-garden related beneficial plants such as hedgerow plants, nitrogen-fixers, and some blossoming ornamentals to encourage pollinators.

The nursery space will also be utilised for producing a range of plants for the farm, including fruit and nut trees and hedgerow plants.

Scale:

Initially the nursery will be run on a roughly $\frac{1}{4}$ acre patch. The profitability of the enterprise would benefit from scaling up, for which there is sufficient space on site. This can be done gradually over time. The majority of grafted saplings will be grown on in four large beds on a rotation, but a number of the other plants,

such as fruit bushes can be grown in pots, requiring limited space.

Location:

The nursery will be sited at the southern end of Yorkley Court Community Farm, with good sun and partially sheltered from winds. The location has easy access to parking for dropping off compost or transporting plants and close proximity to water, tool storage and a poly tunnel.

Time-scale:

Over the next five years the nursery site will be slowly built up to produce stock both for the farm and for sale locally and nationally.

Resources needed:

- Soil
- Compost
- Pots
- Seed trays
- Liquid feed for pot-grown plants
- Seeds
- Building materials
- Tools

Land/buildings:

- Large amount of land
- Polytunnel
- Propagation and potting area
- Tool and seed storage
- Beds
- Cold frames
- Amenities nearby

Labour:

Propagation, grafting and potting will be largely on a seasonal basis. Regular weeding, maintenance, monitoring and watering of beds and pot-grown plants will be constant throughout the year. Once developed the business will also have marketing and admin needs on a regular basis.

Sequence of events

- Buy stock of trees for cuttings, propagation etc.
- Acquire rootstocks
- Set up seed storage and cold frames etc
- Grow and manage nursery
- Set up website
- Marketing

Potential Collaborations

- Provide rootstocks and trees to forest garden enterprises etc.
- Take waste/excess resources like wood chip from other local enterprises
- Get manure from local sources
- Source cuttings of traditional varieties from Severn Cider/other local growers

SWOT analysis

Strengths

- Low inputs
- Large margins
- Relatively simple skill requirements
- Pre-existing infrastructure
- Available volunteers/labourers

Weaknesses

- Large scale needed to be more profitable
- Slow start up
- Perishability of products

Opportunities

- Make more connections with forest gardeners etc
- Use recycled inputs

Threats

- Damage to crops from pests and diseases
- Changing climactic conditions

Marketing

Market

A recent IBISWorld industry report valued the UK market for plant sales at £1bn with a 2.3% compound annual growth between 2009 and 2014.

The main barriers for new entrants in this market are:

initial investments for infrastructure such as polytunnels etc.
large amount of space needed
costs associated with buying or renting land

Strategy

Marketing will be predominantly through a website displaying the available stock, with additional promotion of the enterprise done through networking with local gardening groups and landscaping/gardening businesses.

Some of the products can be sold in the local area by collection from the site, and some of the pot-grown plants can be marketed nationally through the website and delivered by mail order throughout the year.

Customers

A lot of the plants grown can be used by the co-operative on site, either for expanding the productivity of the orchard, reinstating and expanding hedgerows as per the land management plan or sold through consortium members working on gardens off-site.

Additionally stock can be sold to landscapers, forest gardeners, home gardeners.

Financial plans

Ongoing costs/ongoing needs

No major infrastructure is needed so there are no capital costs. Organic liquid feeds can be produced on site but will need some time to be established. After the investments in the initial year and the slow start-up, the business is estimated

to be profitable.

The first year will have minimal produce, as the majority of the work is in establishing the stock garden from which to take propagation materials in the following years.

Summary of projections

<i>Item</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Expenses					
Trees	£250.00				
Rootstocks	£100.00				
Seeds	£10.00	£10.00	£10.00	£10.00	£10.00
Tools	£50.00	£20.00	£20.00	£20.00	£20.00
Compost	£20.00	£50.00	£50.00	£50.00	£50.00
Liquid Feed	£30.00				
Containers	£20.00	£10.00	£10.00	£10.00	£10.00
Potting Medium	£20.00	£20.00	£20.00	£20.00	£20.00
Website	£50.00	£50.00	£50.00	£50.00	£50.00
Petrol/ communal vehicle	50	100	200	200	200
Total expenses	£600.00	£260.00	£360.00	£360.00	£360.00
Fruit trees	£120.00	£360.00	£400.00	£600.00	£700.00
Fruit bushes		£160.00	£200.00	£400.00	£500.00
Ornamentals		£200.00	£300.00	£400.00	£550.00
Nitrogen fixers		£160.00	£200.00	£300.00	£450.00
Total income		£880.00	£1,200.00	£1,700.00	£2,200.00
Total gross profit	-£480.00	£620.00	£840.00	£1,340.00	£1,840.00

Other needs that are sourced for free from the site :

- Cuttings – produced on site or sourced locally

- Rootstocks – propagated on site
- Liquid feeds for pot-grown plants – can be produced on site
- Maintenance of tools and work areas – can be done on site
- Mulch – acquire for free

Subsistence Output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5. Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contribute to offsetting the costs of living on the farm, thereby reducing yearly expenses.

Average output valued in £

Goods and services Output	Outputs quantified in £
Forest garden tree stock	200
Planting and seedling maintenance	400
Compost	30
Total subsistence value	630

Laying Hens Business Plan

Relevant Personal Experience

Gemma Gear is a chicken enthusiast who has kept chickens personally for over two years for the production of eggs in combination with a permaculture approach to managing land and growing food. She is now self-employed and has begun selling her eggs direct to local consumers on a small scale, as well as providing surplus eggs for those who live on the farm.

Gemma now has several links with larger scale producers across the Forest of Dean and Monmouthshire where she sources her hens, being proud to provide them with a years happy retirement. Gemma has trained up other members of the farm to be involved in the everyday care of the hen's, paying workers an egg ration in exchange for their labour.

Outline of Plan

To keep up to 49 laying hens for the production of eggs and, fertiliser and for clearing areas of land ready for planting. The hens are to be kept in a netted enclosure on various places around the farm as appropriate for assisting the clearing of land and fertilisation. Up to 5 coops designed to hold approximately 10 hens each will be positioned on stilts.

During the day the hens will be let out of their coops and will be free to range within a moveable fenced enclosure with no less than 2.5m square per hen in line with the guidelines for outdoor stocking values for free range hens. This environment will enable them to fully express natural behaviour such as scratching, dust bathing and perching.

The hens will initially be purchased from commercial chicken farms aged 1 year old when they 'go out' to be replaced by new birds. They will be given a year of retirement at Yorkley court before being killed for meat and consumed on site. In the future it is expected that 'point of lay' birds will be obtained from the organic chicken breeding project on the farm

Inputs	Outputs
Hay	on the farm.
Food	Income from selling eggs (@1.50 Eggs as nutrition for people living per ½ Dozen)
15 hrs labour / week equals 1/2 post	Fertiliser
Cost of purchase (£1-2 per bird)	Meat

Fencing and coop purchase and maintenance.	Ground Clearance
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Viability / Sustainability

(In reading this section It must be remembered that the reason for this venture is not only solely to make money but to create a viable system which is sustainable and which contributes to a larger holistic approach to meeting the needs of both the land and the people associated with it.)

The following calculations give an idea of the expected revenue from this enterprise. For the purpose of the calculations below it has been taken that each hen lays an average of 4 eggs per week. This is a conservative estimate.

Description	Amount year 1	Amount year 2	Amount year 3	Amount year 4	Amount year 5
Number of Hens	14	20	30	42	49
Number eggs per year	2912	4160	6240	8736	10192
Number of eggs sold	3 boxes/wk = 936 yr	6 boxes/wk = 1872	11 boxes/wk = 3432	19 boxes/wk = 5928	24 boxes/wk = 7488
Eggs to community, workers and for trade	38 eggs / wk = 1976 a yr	44 eggs/wk = 2288	54 eggs/wk = 2808	54 eggs/wk = 2808	52 eggs/wk = 2704
Sale of Eggs (25p each)	+ £234	+ £468	+£858	+£1482	+£1872
Cost of birds	-£ 21	-£ 30	-£ 45	-£ 63	£ 72
Hay	-£4	-£7	£0	£0	£0
Feed	-£100	-£140	-£200	-£190	£170
Total	£108	£291	£613	£1256	£1630

Subsistence Output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5.

Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contributes to off-setting the costs of living on the farm, thereby reducing yearly expenses.

Average output valued in £

Goods and Services Output	Output value in £
Manure	100
Eggs consumed by the residents	676
Total subsistence £	776

Hay – at present biodynamic hay is being bought by the bale from an external source. It is expected by year 3 hay will be cut and harvested on the farm therefore negating this cost.

Feed – The chickens are currently being fed layers pellets which means that each bird costs approximately 50p per month to feed. With the production of more crops on site and better education amongst the residence about saving utilising appropriate waste food scraps it is hoped that by year 3 at least half of the chickens food requirements can be met by feeding cooked vegetables and cereals grown on site and through the erection of maggot nets in their enclosure.

Purchase of the hens – To purchase 49 new hens each year would cost approximately £72. It would therefore make sense over the next three years to use any profits made from the sale of eggs to buy a quality organic cockerel and two or three organic hens for the purpose of breeding future laying hens to keep the stock renewed (please see business plan hen breeding enterprise).

Chicken coops have been constructed using reclaimed materials and will continue to be maintained and new coops built in this way, thus negating the need for diverting money to this.

The chickens will also help to offset the cost of fertiliser with a predicted saving of approximately £100. They will also provide the residence living on the farm with a daily source of calories from the eggs and occasional meat.

Links to Land and People – ‘The Holistic Context’

The following points outline the benefits and necessity for this business proposal.

- Provides nutrition for 20 people living on site and the wider community. One egg provides 72 calories with 63 grams of protein. They are low in fat and are high in minerals which help to promote muscle strength, healthy

pregnancy, brain function, eye health and more! These are calories which will be met with zero food miles which helps us as a community to reduce our reliance on fossil fuels which are contributing to increased CO2 levels, resulting in climate change.

- Chickens are ideally suited to living in woodland habitats. This system makes sound use of the land conditions present at Yorkley Court and is perfect as part of a permaculture approach to keeping livestock. It also allows the hens to live in a way that closest resembles their natural habitat promoting natural behaviour such as scratching, dust bathing and perching.
- Provides revenue from the sale of eggs helping to create local sustainable livelihoods. It also helps local people in the wider community to reduce their food miles and strengthens the relationship between producer and consumer. This enables the consumer to have greater choice over the food they purchase and the animal welfare standards they wish to see whilst ensuring a fair price for the producer.
- Through the use of the 'chicken tractor method' the chickens can be used to clear land for growing food and will produce manure which can be used for fertilising soil for food production, thus contributing towards maintaining the fertility of the land.

Links with other Enterprises

- Residents of YCCF
- YCCG, The Market Garden and the Herb Project
- Dean Forest Food Hub
- LET's

Working Horses Business Plan

Relevant Personal Experience

Gemma Gear has been involved with regular care and interaction with horses for over 23 years. She has experience of keeping heavy native breed horses at grass using low input methods, as well as the care of higher end competition horses. She has had the opportunity observe, learn and put into practice the management of grazing over different soils and climates as well as researching soil erosion in the Kalahari desert as part of her dissertation. She enjoys bringing on young horses and teaching others the art of horsemanship and how to ride.

This year will be dedicated to learning how to work heavy horses in harness through attending a course in logging with the British horse logging society and gaining work experience in ploughing, logging and driving a cart through spending time at other low impact communities in England and Wales. Gemma wants to see the skills associated with working horses kept alive so that they are not lost and may be passed onto future generations.

Outline of Plan

Three working horses to be kept at Yorkley Court Farm for the primary purpose of working in harness for logging, ploughing and pulling a cart. Initially these will be in the form of three hardy native cobs approximately 14hh, dropping later to only two horses. They will be kept on the back field utilising the tin barn structure as a field shelter and for the storage of small quantities of hay. Rain water will be collected and stored in an IBC and during periods of drought collected from the lower spring and brought up by horse and cart.

The large barn by the farm house will be used for storing larger supplies of hay, the cart equipment, ploughs and harnesses and used also as a dry space for grooming and harnessing the horses.

Ploughs, Harnesses and Carts will be on loan.

Inputs	Outputs
Average of 50 labour hours per week, equal to 1 1/2 full time posts.	Extraction of coppiced wood
Hay	Ploughing of land for growing food and fodder crops.
Maintenance of fencing and enclosures	Transportation of people and equipment

Maintenance of wooden cart equipment	Delivery of goods to customers of the Dean Forest Food Hub and to market
Maintenance of harnesses and saddlery.	Financial revenue from skill share workshops. food order deliveries, riding lessons, trekking, fairs and fetes
Health Care Bills	Fertiliser in the form of manure
Minimum 3 acres grazing.	Experience, knowledge and skills gained in relation to working horses as part of a sustainable farming system.
	Stimulating additional livelihoods through increased demand for related traditional skills and products such as carpentry, blacksmithing and leather work.

Viability/ Sustainability

(In reading this section It must be remembered that the reason for this venture is not to solely make money but to create a viable system which is sustainable and which contributes to a larger holistic approach to meeting the needs of both the land and the people associated with it.)

Description	Amount yr 1	Amount yr 2	Amount yr 3	Amount yr 4	Amount yr 5
Hay	-£320	-£320	£0	£0	£0
Feet Trimming	-£225	-£150	-£75	£0	£0
Food Hub deliveries	3 @£2.50 = +£8 p/w = +£416 p/yr	6 @ £2.50 = +£15 p/w = +£780 p/yr	10 @ £2.50 = +£25 p/w = +£1300 p/yr	15 @ £2.50 = +£37.50 p/w = +£1950 p/yr	20 @ £2.50 = +£50 = +£2600 p/yr
Horse Logging workshops	£0	4 persons @£40 = +£160	4 persons @£50 (1 day) = +£200	4 persons @£50 (2 day) = +£400	4 persons @£60 (3 day) = +£720

Ploughing Workshops	£0	£0	4 persons @£50 (1 day) = +£200	4 persons @£60 (2 day) = +£480	4 persons @£70 (3 day) = +£800
Hay making workshops	£0	£0	£0	4 persons @£60 = +£240	4 persons @£70 = +£280
External logging work	£0	£0	£100	£200	£300
Membership fees to professional bodies.	-£35	-£65	-£65	-£65	-£65
Insurance	-£0	-£60	-£60	-£60	-£60
Professional Training Courses	-£330	-£330	£0	£0	£0
Other – trekking, lessons, fairs and fetes	£0	£300	£400	£430	£460
Veterinary Bills	-£150	-£150	-£150	-£150	-£150
Total	-£644	+£165	+£2140	+£3425	+£4885

Subsistence Output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5. Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contributes to off-setting the costs of living on the farm, thereby reducing yearly expenses.

Table: Average output valued in £

Goods and services output	Outputs quantified in £
Manure	780
Savings on fuel from using horses for transportation, ploughing and haulage	900
Total subsistence £	1680

N.B The figures in Table 2 and 3 do not demonstrate the plethora of benefits which are not directly economically measureable such as the huge increase in the quantity of food that is able to be grown on land cultivated by horses compared to hand tillage alone, the huge increase in the amount of wood that can be extracted by horse and inevitably the tremendous number of hours of labour saved by the use of horses in these activities. (see links to land and people for more benefits).

From the outset all maintenance of fencing, enclosures, carts and harnesses will be performed by members of Yorkley Court Community Farm on a voluntary basis or through trade agreements made between individuals for other goods or services. Fence posts are to be cut and made from trees on site as part of the woodland management plan and woodland crafts enterprises. An initial cost of £65 was necessary for the purchase of Electric fence wire. This has been covered by donation.

All three horses are currently not shod. This 'barefoot' approach will be continued and monitored for its appropriateness. Those involved in the care of the horses will endeavour to learn and develop the skills related to trimming the hooves so that by year 4 they can take over the complete responsibility for trimming the horses hooves themselves and as such meaning that there will be no expected future costs associated with this need.

In year 1, financial input needed to cover hay, hoof trimming and veterinary bills has been met by donation and as such will not need to be re-cooped from future profits. Individuals will be personally responsible for covering the cost of any training courses attended and membership bodies joined. Training received through courses or other off-site work experience placements will be shared with other members of the working horse team.

By Year 3 it is intended that an acre of land will be laid to hay. This should meet the needs of 3 horses and a couple of goats in an average year when supplemented with leaf hay. The horses will be used in the preparation of the soil through ploughing and in the harvesting and transportation of the hay crop.

A figure of £150 per year has been set aside to cover unexpected veterinary bills. Any unused money will of course roll over to help buffer the next years costs.

Potential for future earnings are numerous and the figures given above represent lower than average charges for individuals attending a course. This is to allow for flexibility over potential course structure and to offset any costs incurred with running the course.

Additional earning opportunities such as trekking, fairs, weddings and logging work have far greater earning potential than represented in the table above, however these have been deliberately grossly under estimated so that they do

not become the main source of income, thereby detracting from the time available for land based activities and the sharing of traditional skills.

Links to Land and People – ‘The Holistic Context’

The following points outline the benefits and necessity for this business proposal.

- Horses kept at Yorkley Court Farm will provide invaluable manure for fertilising soil for food production and contribute towards maintaining the fertility of the land.
- Ploughing with horses will enable food to be grown on a large enough scale to meet the nutritional needs of the 15 people dwelling on the land, with surplus to make available to volunteers and the wider community.
- Grazing horses on pastures will keep back encroaching shrubs and maintain grassland habitats increasing biodiversity.
- Horses are required for extracting wood from the woodlands on the farm due to the topography of the site which in most places is inaccessible to vehicles. The woodlands form an integral part of the livelihoods of individuals living on site through providing fire wood, building materials, human and animal food and for other traditional crafts. Using horses to remove felled trees massively reduces the amount of man hours needed for these activities, which in turn frees up more time for growing food and other tasks as well as increasing the viability of woodland crafts and enterprises, whilst maintaining an ecologically sensitive approach to coppicing resulting in minimal damage to wildlife and biodiversity.
- Horses trained to be used in harness can provide transport for goods and people within the local area without the costs associated with motor vehicles.
- Horses provide a means of ploughing, wood extraction and transportation of goods and people which is carbon neutral. This helps us as a community to reduce our reliance on fossil fuels which are contributing to increased CO2 levels and the resulting climate change. Using horses as described in this business plan is a sustainable solution to the problems that will be incurred due to the decreasing availability of fossil fuels.
- Using working horses at Yorkley Court as part of our community farm model will help to keep alive these traditional skills and knowledge so that they may be passed on to future generations, at the same time stimulating interest, knowledge and livelihoods in other related crafts such as carpentry, blacksmithing and leather work.

Links with other Enterprises

- YCCG, The Market Garden and Herb Project
- Repairs Workshop
- Woodland Management
- Woodland Crafts
- Dean Forest Food Hub
- Wood Co-op
- Residents of YCCF

Woodland Project Business Plan

Overview

The woodland project will actively manage the woodland on the site. Management will concentrate on providing rich woodland habitat and providing timber for construction, firewood for the farm community and wood for crafts. Timber extraction will use hand tools and working horses where practical to minimise environmental damage.

In line with the objectives of Yorkley Court Community Farm educational activities will be organised to transfer skills and knowledge of sustainable woodland management, woodland produce and crafts. Yorkley Court woodlands provides a suitable venue for traditional woodland craft education and will be able to supply adequate raw materials for the educational purposes intended.

This project will promote sustainability and provide a space for the local and wider community to work together and connect with the traditional crafts that were commonly practiced in the United Kingdom.

Background

Traditional woodland crafts are slowly being lost or only being practiced by a small group of skilled craftsman. This projects aims to help reverse this trend and enable a broader audience to experience the joy of making beautiful items for everyday use. It is hoped that this project will encourage people to question the throwaway culture and to gain a greater understanding of how our woodlands can be brought productive use providing numerous useful products. Woodland crafts also make for very cheap and satisfying hobbies, and in some cases even profitable small scale businesses. The project aims to encourage and assist people to make a living from working small woodlands and practicing woodland crafts.

Staff and work load

The woodland project will employ 3 1/2 full time positions for the coppice products and firewood production as well as for course facilitation and teacher roles. The woodland team will also include other people at the farm during the winter from time to time, be open to volunteers and offer employment to external teachers.

Previous experience

A number of residents at Yorkley Court Community Farm have experience with woodland work and wood crafts. The primary woodland project group consists of:

- A tree surgeon / forester with 15 years working experience who has also practiced green woodwork as a personal interest for 8 years. They also have spent time training other technical staff while in previous employment.
- An MSc eco-architect and builder with experience of various natural building methods including round timber construction, who have studied green wood working for 4 years and taught a number of training courses.
- An accomplished basket weaver who produces baskets for sale through the Dean Forest Food Hub and various local events incl. teaching.

Business outline

The Yorkley Court woodland project will produce wood products and provide various courses throughout the year.

Woodland produce

Firewood, materials for crafts, bean poles, pea sticks.

Crafts

Basket weaving, furniture making, greenwood turning, hurdle fence construction, greenwood building, spoon making, tool handle making, living willow fences/ sculpture. Craft products such as baskets and spoons have started, and will continue, to be sold through the Dean Forest Food Hub and at local events. Products will also be made available to farm visitors. Courses will be run in these various woodland crafts.

Woodland skills

Felling with hand tools, coppicing, timber extraction with horses, woodland management. biochar production and usage.

Courses

Courses will be held in the Yorkley Court woodlands.

Courses will be held at various times throughout the year. Costs are low as tools

used are primarily hand tools and the raw materials obtained from the woodland as part of the courses. Insurance will be provided via the Association of Polelathes Turners & Greenwood Workers at £31 per tutor/year.

Longer courses will be offered during the summer to provide training in more complex skills. Camping facilities will be offered in the woods in order for course attendees to make the most of the full woodland experience. On site camping also significantly reduces transportation requirements.

Marketing

Educational opportunities and products will be promoted via social media, via on-farm advertising, local shop windows, local and specialist publications, The Forest of Dean Food Hub, Transition Forest of Dean and word of mouth. Local garden centres, hardware stores and fencing suppliers will be contacted to investigate sale-or-return opportunities for produce and crafts. Other craftspeople offering similar courses that are fully booked will be approached in an attempt to take on some of their surplus demand.

Delivery

Smaller items will be sold through the Dean Forest Food Hub and collected from the farm or delivered by mail or locally via bicycle. Larger items will be delivered locally in the Yorkley Court Community Farm van.

Financial plans

The project requires about £1043 start up money. This includes buying tools, tarpaulin to be strung up for shelter during courses, advertising and public liability insurance. Ongoing cost will be mainly insurance, advertising and tools.

Year 1

Initial courses will concentrate on producing tools, such as pole lathes, shaving horses, and associated infrastructure to increase the range of activities available. Courses in timber extraction and round wood construction will be held during the construction of the dwellings outlined in this planning application.

Courses will be priced on a sliding scale of £50-100 per day depending on income. 20 course days will be scheduled in the first year with a capacity of 6 attendees per courses. Basing figures on average courses fees and allowing for a 33% void for courses participant spaces, income would be £2400. During winter 1 day courses are offered. During summer weekend courses are offered.

Products for sale are produced both to demand and for supply to local retail outlets on a sale or return basis.

Year 2

The course program will expand scheduling more days for courses that saw high demand in Year 1. 20 course days will be scheduled with capacities and fees matching Year 1. Voids fall to 20% as the program of courses is modified to match demand. More tools are purchased to increase the range of courses that can be offered. A 5 day course is offered during the summer.

Products for sale are produced both to demand and for supply to local retail outlets on a sale or return basis. Production is focused on products found to be in demand and providing the greatest returns in the previous year.

Year 3

The courses program will expand scheduling more days for courses that saw high demand in previous years. 25 courses days will be scheduled with capacities increase to 8 per course and fees matching Year 1. Voids fall to 10% as the program of courses is modified to match demand. More money is spent to provide tools for the extra attendees. A number of 5 day courses are offered during the summer.

Products for sale are produced both to demand and for supply to local retail outlets on a sale or return basis. Production is focused on products found to be in demand and providing the greatest returns in the previous year.

Year 4

The courses program will continue scheduling more days for courses that saw high demand in previous years. 30 course days will be scheduled with capacities and fees matching Year 1. Courses are fully booked as the program of courses is modified to match demand.

Products for sale are produced both to demand and for supply to local retail outlets on a sale or return basis. Production is focused on products found to be in demand and providing the greatest returns in the previous year.

Year 5

The courses program will continue scheduling more days for courses that saw high demand in previous years. 40 course days will be scheduled with capacities and fees matching Year 1.

Products for sale are produced both to demand and for supply to local retail outlets on a sale or return basis. Production is focused on products found to be in demand and providing the greatest returns in the previous year.

Set-up Costs	Year 1
Tarpaulin	200
wood working tools	600
water containers	20
wood burner	150
mugs/kettle/flasks	30
Total set-up costs	1180

Forecast year 1-5 in £

Year	1	2	3	4	5
Income					
Courses	7500	11250	15000	15000	15000
Products sales	300	600	900	1200	1600
Venue hire	60	100	140	200	200
Total income	7860	11950	16040	16400	16800
Expenses					
Set-up costs	1180	-	-	-	-
External teachers' pay	2000	3000	4500	4500	4500
Public liability insurance	300	300	300	300	300
Teacher insurance	93	93	93	93	93
Tea+coffee +biscuits +snacks	150	200	300	300	300
Lunches	800	1200	1600	1600	1600
Tools and maintenance	50	200	300	300	300
Advertisement	50	80	100	100	100

Deliveries and other vehicle use	100	200	300	300	300
Total expenses	4723	5273	7493	7493	7493
Total gross profit	3137	6677	8547	8907	9307

Subsistence Output value

The woodland project will produce various products that will be used around the farm. Most notably significant quantities of firewood logs will be produced for heating and cooking on the farm. Much of the wood will be burnt in biochar producing cooking/heating stoves giving a by-product of biochar which will be used as a soil additive around the farm. Biochar is extremely good at reducing nutrient run off from soils and when used correctly can build up extremely rich and healthy soil.

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5. Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contribute to offsetting the costs of living on the farm, thereby reducing yearly expenses.

Average output valued in £

Goods and services Output	Outputs quantified in £
Baskets	300
Firewood	3000
Fencing materials	600
Biochar	200
Total subsistence Output £	4100

The Triple Bottom Line

Yorkley Court Woodland Project is strongly influenced to the concept of the Triple Bottom Line. Local production of energy and wood products allows the true social, economic and environmental costs to be observed.

Economic impact

The project provides significant income for the craftspeople and tutors involved. Management of the woodlands also provides opportunities for stationing chicken coops, mushroom growing, herb growing and various other activities. The project intends to encourage and support people to start their own small woodland based enterprises.

Social Impact

Education of traditional crafts helps to keep alive the culture that has surrounded the craft over the generations. Spending time in the woodlands and hand crafting is often found to be extremely therapeutic. All tutors and support workers will be involved with the governance of the project giving them control over their working environment.

Environmental impact

The woodlands at Yorkley Court will be managed to provide habitats for diverse wildlife species. Production of all the fuel for cooking and heating on the farm significantly reduces environmental impacts from these activities.

Herb Project Business Plan

Overview

This project is inspired by a love of herbs, and is motivated by a desire to improve access to fresh, organically and locally grown herbs, as well as access to knowledge about growing and using herbs.

The project has the following aims:

- to provide fresh herbs for the use of the community living on the farm, and for volunteers
- to grow plants in pots and herb seeds to sell locally
- to produce fresh cut herbs to sell locally
- to offer education around the propagation, growing and uses of herbs
- to be a centre for research into less common herbs and their uses, and the exploration and revival of traditional herblore.
- to be a resource base for plant reproductive material
- to enhance and enrich the land used and to increase biodiversity.
- to provide a livelihood for 1 ½ grower, and volunteer opportunities for others.

The primary grower has spent the last three years growing herbs, and has had an active interest in botany, herbalism and foraging for wild plants for over six years. This grower is engaged full-time in the project, and will facilitate the educational elements of the project.

Volunteers are involved on a regular basis, to work on a variety of tasks.

Context

There is an increasingly widespread awareness of the necessity of a nutritionally balanced and diverse diet. Including more herbs in the everyday diet is an easy and delicious way to improve our health. This project celebrates and promotes herb growing and use as a fun way of reconnecting with the land, and taking control of our own health and wellbeing. It will provide educational and practical resources for improving access to healthy herbs.

The project is part of the movement to provide good quality, affordable local produce in the Forest of Dean, which recognises local food as essential in the evolution of greater community resilience. It is also part of the wider Food Sovereignty movement, for the right of peoples to control their own food supply.

Holistic Perspective

Inputs

Land: On Yorkley Court Community Farm. Currently use of a 150 m² plot. This relatively sheltered area is primarily being used as a nursery space for herbs propagated from cuttings, and for the growing on of seedlings.

In the second year, the project will be involved in the establishment of a new forest garden growing area on the farm. (See land management plan).

By the fifth year, it is envisaged that the project will be using a 1/4 acre of land, much of this integrated within the holistic land management plan, by interplanting herbs between other crops, and as part of forest garden/ polyculture areas.

Labour/time: This is a broad breakdown of the hours per week currently worked by the full-time grower. Factors such as weather and season mean there is some fluctuation in tasks and hours, from week to week.

Initially the grower is working 30hrs per week on the herb project, and 15 hours outside the farm doing gardening work locally. As income from the enterprise increases, the grower will work solely on the farm.

Watering plants in polytunnel	4 hours
Watering plants outside	0 – 4 hours, depending on weather
Propagating plants – sowing seeds, pricking out, potting on, taking cuttings, layering, root divisions etc.	11 hours
Maintenance and expansion of growing site – weeding, planting out, mulching, making compost, clearing ground and digging new beds	12hours
Harvesting seed	0-6 hours, depending on season
Harvesting herbs	6 hours
Preparing plants for sale - making labels	2 hours

Total hours per week: 45

In addition, extra help from volunteers is relied upon for a variety of tasks, such as clearance of ground to provide more growing space, weeding and mulching.

It is necessary that the primary grower lives on site in order to realise this project successfully, for a number of reasons:

In warm weather, the watering of seedlings in the polytunnel must take place in the early morning, before the heat of the sun causes water loss through evaporation, and again late in the evening when the heat has subsided.

Herbs must be harvested in the early morning, when they are at their freshest and best, and will subsequently keep for longer.

Herbs and seeds must be harvested in dry spells, and given increasingly unpredictable weather patterns, living on site affords a valuable degree of flexibility in this.

As no chemical pest control is used in the growing process, slugs are removed by hand. The best time to do this, is shortly before nightfall, or after dark (with torches) as this is the time when slugs are at their most active.

Propagation space: Use of the communal polytunnel, an additional greenhouse and cold frames will be built for the use of the project. These are to be built with salvaged and recycled materials.

Tools: Currently shared use of communal gardening tools, further tools will be sourced second hand.

Vehicle use: Occasional use of community vehicle

Soil fertility enhancers: A holistic approach is taken to soil fertility - needs are met by growing specific plants on site, creating a 'closed loop system' which negates the need to import fertility. For example, potassium needs are met by mulching with leaves of nutrient-rich comfrey, which is grown on site, with the occasional addition of wood ash, which is readily available. Beneficial mycorrhizal fungi, which form a symbiotic association with tree and shrub roots, will be introduced to the growing areas, in collaboration with the Mycogeneration project.

Potting mix: Hand-mixed using soil and sand that are on site, and organic compost that is bought locally, in a joint bulk order with other gardeners. As the project progresses, compost produced on the growing site will be used.

Seeds and plant reproductive material: Sourced largely for free, by saving seed from plants grown on the farm, and through links with local gardening and seed-savers groups. A small budget for seeds of key varieties.

Seed trays and plant pots: A communal resource that there is a stock of. Enquiries are being made about sourcing unwanted second hand pots from the local council/ plant nurseries. Efforts are made to reuse and recycle pots. Some

will be bought from year 2.

Outputs

Education: Beginning in Year 2, it is planned to provide initially 3 half-day long public workshops per year, running from spring until autumn. These will be on the subjects of - propagating herbs from seed; cuttings and division; wild plant identification walks; and creative ways to include herbs in the everyday diet. If there is a high demand for these workshops, frequency could be increased in Year 3.

Workshop fees will be on a sliding scale of £5- £20, with the alternative of a 'work exchange' agreement, whereby workshop participants give a few hours of their time to help in the herb garden, in exchange for attending a workshop. This will hopefully be a good way to facilitate further involvement in the project from the wider community.

Enhancement of the biodiversity of the farmland and surroundings: By propagating plants that are beneficial to wildlife, and soil life. Growing plants and shrubs to contribute to the reinstatement of several hedgerows around the farm, which will increase habitat and corridors for small mammals. Involvement in an upcoming project to create an 'edible understorey' in an orchard in Yorkley.

Plants as a resource for local community groups and projects: It is a central focus of this project to create and nurture relationships with community groups and projects in the area, to enhance local community resilience through collaboration and the sharing of skills and resources.

Several links have already been established with local groups. For example, the project has donated and planted a number of bee and butterfly attracting herbs to help revitalise the wildlife garden at Yorkley Primary School.

Staff at the Youth Cafe in Lydney are making preparations to create a garden on unused land behind the cafe, and have expressed an interest in herbs for planting, and for advice about planting schemes.

Research: This will involve collaborations with other herb enthusiasts around the Forest, as well as those on the farm. This research will be of practical value to the community living on the farm, as we aim to live as sustainably and lightly on the land as possible. Revisiting traditional uses of plants in dyeing, tanning, soap making, or rope making, could eventually expand our potential for self-sufficiency and negate our need for buying in certain products. These skills can further be of value to the wider community, and will be shared through workshops, and during the training of volunteers.

Trade: This table illustrates the range of products for sale, over a five year period:

	Year 1	Year 2	Year 3	Year 4	Year 5
Plants in 7cm pots, at £2 each	x	X	x	x	x
Plants in 1 litre pots, at £3.50 each	x	X	x	x	x
Packets of seed, at £1 each		X	x	x	x
Mixed herb and edible flower bags , at 80p for 40g bag			x	x	x
Bunches of fresh herbs, at £1.50 for 200g bunch				x	x

Products will be sold through the Dean Forest Food Hub. Further to this, stalls at local fairs and car boot sales are planned, beginning in Year 2.

As the enterprise progresses, sales will be assessed and production will be modified, depending on which products are selling well.

Economics

Projected income and expenses

This table illustrates projected income, expenses and gross profit for the enterprise over a five year period.

Subsistence Output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5.

Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contributes to off-setting the costs of living on the farm, thereby reducing yearly expenses.

Table: Average output valued in £

Goods and services Output	Outputs quantified in £
Fresh herbs and edible flowers	100
Dried herbs for tea and cooking	240
Plants – Pollinator attracting plants, companion plants, mineral accumulators	260
Seeds	100
Total subsistence £	800

Market Garden Business Plan

Executive summary

The Market Garden at Yorkley Court Community Farm is an enterprise that will produce vegetables, medicinal and culinary herbs and seeds for the local and regional market mainly in the Forest of Dean and Bristol. The Market Garden will employ Organic and Biodynamic growing practises.

The market garden will be focussing on late season and hungry gap vegetables for the first year moving to a wide range of market garden vegetables and herbs at the end of the 5 year period.

The Market Garden will employ 2 full time growers, working a total minimum of 60 hours.

The main grower is Soil Association trained grower Frank White. He has been a vegetable grower for the last six years on different sites in Gloucestershire and the South West. His latest enterprise was based in Bristol where he was the director of a CIC called Edible Futures. Edible Futures was selling salad and veg at retail and wholesale prices to households and restaurants. Alongside building up the market garden Frank is currently adapting his growing skills to Biodynamics by doing an Biodynamics Grower's course with Biodynamic market gardener Tony Carlton, Lydney.

Frank white will keep supplying his Bristol customers from the Yorkley Market Garden. In this way the market garden will be able to hit the ground running and raise capital for the start-up costs.

The market garden will focus mainly on selling veg locally through the Dean Forest Food Hub, Yorkley Court Community Farm Shop and at local markets and fayres.

As a local business, the market garden will contribute to the general life and economy of the community.

The nature of the growing techniques will enhance the character and biodiversity of the land and in this way ensure perpetual fertility of the growing plot - an essential characteristic of a resilient agricultural enterprise.

Finally, be an example of ways of producing food sustainably for a local community that is viable as a business and provides compound benefits for the people and the environment now and in to the future.

Content

1. The Market Garden: aims and objectives

Summary of aims

Horticultural approach

Growing plan year 1-5

The suitability of the Land

Managing the work

The essential need to dwell on the land

2. Budget year 1-5

Costs and income forecast

Subsistence output value

3. Sales

Marketing and promotion

The customers

The Triple Bottom Line

The Market Garden: aims and objectives

Summary of aims

The Market Garden will aim to produce biodynamic and organic vegetables, salads and herbs for the local and regional market. To summarise it will aim to:

- Grow vegetables for the 'hungry gap period' (Jan-April) to sell through the Dean Forest Food Hub and direct sales to customers in the locality. Research shows foresters tend to grow their own veg in the summer period but demand good local produce in the winter.
- Grow salads, medicinal and culinary herbs for herbalists, restaurants, and local consumption
- Build up soil fertility through biodynamic soil husbandry and agro-forestry
- Save seeds and use organic seeds from such as the Real Seed Company
- Use green manures as well as own produced horse, goat and chicken manure and own compost.
- Use working horses to till the soil
- Be a low input, high return market garden

Horticultural approach

Biodynamics is a method of agriculture using a holistic approach, seeing the farm as an organism. The sowing, planting and cultural activities are guided by the phases and position of the moon relative to the position of the zodiac and heavenly bodies. This informs the best use of the natural conditions available and prevailing benefits. Soil improvements are made through certain preparations added to the compost and to the land itself, these need to be carried out at specific and odd hours and at regular stages of the plants' development throughout the year. The main reason for doing this is to produce local seasonal healthy food, which has a low environmental impact and a high nutritional value which supports human development physically, emotionally and spiritually.

Agro-forestry is a discipline that combines the benefits of trees and annual vegetables. Using wide spaced rows of trees with vegetables in the row avenues or alleys and "alley cropping" system. Trees offer biodiversity, wind breaks, build humus, hold soil, improve water holding capacity, any loss of light is minimal and mitigated by myriad benefits.

Cultivation will be done by hand and for larger jobs by horses. This offers energy sustainability as no fossil fuels will be used in the growing. The garden will be carbon positive as it locks carbon in the soil.

The soil is our most precious resource, the intention of the soil husbandry will be to protect and build the soil structure over the years so that the soil microbial life is increased and the fertility has stability and longevity.

The growing plan for the 1-5 year period

Year 1

The market garden will introduce a range of products over the next five years. In season one we will be focusing on late season and hungry gap veg. This is due to the condition of the soil needing improvement and the burden of brambles being high. It is expected to be cleared by May and this is quite late to really get early crops. There will be a significant summer harvest of beans, courgettes and squash, but the main focus will be to prepare the ground for late sowings of root crops such as turnips, sweedes and radish. Early nursery beds of cabbages, purple and white sprouting and late season kales and leeks will provide bare root transplants for developed beds.

Herbs will be grown in year one upon the request from practitioners from Bristol, this market is a slow grower but it is a stable and reliable one. The plants some of

them such as Echinacea and Elecampane are root crops and so will only be available in year two.

Year 2

The spread of crops across the year will increase along with capacity to propagate and overwinter seedlings to get earlier crops in the spring. An analysis of the sales will be made of year one and figures will be assessed from e.g. the Dean Forest Food Hub to judge the best crops to grow to suit the market.

Projections currently show the food hub box scheme will offer a large market for late season and hungry gap veg, this is due to the large number of people in the forest who already grow their own veg and so have a significant impact on their own economy during the summer. Soft fruit cuttings put in year one will be available to sell and or to start to crop from in year two. The fertility and life of the soil will have increased and so will the size of cultivated area so an expansion of quantity and variety will be possible.

Year 3

The establishment of the fruit trees will mean some fruit crops are available, the perennial herb crops will have matured enough to provide a steady supply over the whole year. The diversity and quantity of annual vegetables will increase to suit the markets developing, dependant of the analysis of the previous years' sales and yields. Development of more of the perennial crops such as soft fruits, trees, perennial herbs. Increase in the composting capacity of the garden to provide fertility needs of the expanding garden.

Year 4

Developing the garden towards lower levels of cultivation, the soils humus levels and organic matter levels increased. This season is expected to show the garden in full production, supplying vegetables for the growers as well as the local community and providing two full time salaries. The garden will be a wonderful haven for life and vitality.

Year 5

The market garden will be a model for agro-forestry, using biodynamic practice and sustainable soil husbandry. By year five the systems will be established, for rotation of crops and soil fertility, on site seed production, water harvesting, drying and storage. The alley cropping system will be in full bloom as trees will be in production for apples, pears, cherries, soft fruit bushes, perennial herb crops for culinary and medicinal purposes. The ecosystem and biodiversity will have increased exponentially from the bramble and willow-herb patch of the past to a

verdant island of fertility and vitality.

Year 1 production estimate:

Produce	quantity	£/Kg	£
Sweedes	100k	1	100
Leeks	150k	2	300
Turnip	70k	1	70
Hypericum	5k	8	40
Runner beans	50k	3	150
Carrots	20k	2	40
Pumpkin	200k	3	600

The suitability of the land

The market garden is one acre this season with the possibility to expand year on year to a maximum of 2 acres. The site is a south east facing gentle slope with sandy, silt and loam soil with some rough stones. The agro-forestry element is included to maintain soil structure and avoid erosion on the slope, improve water penetration and increase humus generation. The east of the site can become a frost pocket due to low lying areas being shaded in the winter but the more southerly position of the market garden and the freedom for frost to drain will guard from this. The weather prevails from the south west up the Severn valley. Due to the topography of the garden it is shielded from the full force of the winds. This can mean the run off on the land may cause erosion and risk of drought in the height of the summer. This is another reason to choose late season crops for the first year as they will be less drought prone. Once the humus and soil structure have developed with the trees and holding ditches, water penetration will be adequate to need no field irrigation.

Managing the work

The management and labour will be carried out by 2 growers and volunteers. Other volunteers will be invited to put in the time in exchange for being able to grow their own produce e.g. to produce cabbages to turn into sauerkraut and kimchi fermented vegetables to sell on the Dean Forest Food Hub. The labour spikes in the early spring during low production, contrasts labour dips in the summer with high output. This is mediated by agreements with members of the community to share the produce when it is available.

The Essential need to dwell on the land

Using low impact and biodynamic growing methods is labour intensive horticulture and includes such as odd hours of work, as little fuel mileage as

possible, long work days, close monitoring of the land and the seasonal and astronomical cycles. The nature of the work therefore requires to live close to the grow site.

For example, the care of the soil is the highest priority of the market garden and the tasks for the care of the soil must be carried out at early and late hours of the day to fit with the processes of the natural rhythms.

Below is a schedule that demonstrates a typical work week for a biodynamic grower that use horses and adhere to the biodynamic growing calendar:

	Mon	Tue	Wed	Thurs	Fri	Sat	Sun
0400-0700	silica spraying						
0700-0900	watering	watering	watering	harvesting	watering	watering	watering
0900-1200	watering	cultivation	hoe and weed	processing	cultivation		
1200-1600	sowing +management	sowing and watering	watering	processing	sowing		
1600-2000	watering	hoe and weed	spraying horn manure	delivery	watering	watering	watering

Budget year 1-5

Costs and income forecast

Below is the start-up capital table showing the different sources of capital for starting up the business:

Start-up capital for year 1

Income Edible Futures 2013	£650
Income ancillary gardening work	£800
Total start up capital	1450

Start up costs

Tools	£20
Seeds	£100
Tree Stock	£50

Miscellaneous	£20
Fencing	£100
Shed	£80
Petrol	£100
Total Capital Costs	£470
Surplus	£980

The initial capital costs will be very low as we already have most tools and the seed order is only just over £100. The fertility will be provided from the animal units run by other members of the community such as the horses, goats and chickens.

Below is the budget progression of the 5 year period for capital and running costs as well as the projected gross profit income for the same period:

Running Costs and Income Forecast

Year	1	2	3	4	5
Annual Income					
Veg sales	£500	£700	£1000	£2000	£3500
Herb sales	£100	£200	£400	£450	£500
Plant sales	£30	£50	£150	£180	£200
Total income	£630	£950	£1550	£2630	£4200
Annual costs					
Petrol	£300	300	300	400	400
Tool maintenance	£10	£10	10	10	10
Seed order	80	100	150	200	250
general	20	20	20	30	30
Total expenses	£410	£430	£480	£640	£690
Net total	£220	£520	£1070	£1990	£3510

Subsistence output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5. Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contributes to off-setting the costs of living on the farm, thereby reducing yearly expenses.

Table: Average output valued in £

Goods and services Output	Outputs quantified in £
Vegetables	2600
Seeds	150
Compost	100
Total subsistence £	2850

Sales

The customers and competition

The Market garden will sell its produce to the local community focusing on as short supply chain as possible and as direct to customers as possible, therefore increasing the price to the grower.

The local and regional markets are as follows:

- Dean Forest Food Hub
- Yorkley Primary School
- The local country markets
- The main grower will continue supplying his Bristol based clients from the Yorkley Market Garden
- Local pubs and restaurants
- Farm honesty box
- Direct veg box sales to Yorkley community

The Dean Forest food hub has more than 100 members and an average of 20 orders every week. The Food Hub is therefore a market place with an already established customer base.

The need of veg through the winter period and into the hungry gap means any veg unit with a large amount of saleable products from December to March will be guaranteed to have a market.

There are numerous veg growing units in the Forest of Dean. However, the Dean Forest Food Hub have enabled the different growers to collaborate and coordinate their activities for market specialisation.

If the market is favourable the business will consider adopting a CSA (community supported agriculture) model in order to have a fraction of clients who will pay up front for a year's supply of veg. This ensures committed customers and that the business is able to expand if necessary.

Marketing and promotion

The market garden will primarily use the Dean Forest Food Hub to promote its produce.

Word by mouth and community engagement also plays an important role to put focus on the importance of local produce and to encourage Yorkley villagers and the wider circle to support their local producer. Regular events and press releases will attract more customers.

The market garden aims to have 6 events annually around the equinox, solstice, harvest and planting time.

Finally, the market garden will also have a website and facebook page.

The Triple Bottom Line

The Market garden is strongly adhering to the concept of the Triple Bottom Line. Here it cannot be emphasised enough that the economy of trade and the social and environmental aspects are aimed for the local and bio-regional sphere so to ensure that monetary, health and cultural wealth stays within the local community. In this, self-sufficiency plays a vital role.

Economic impact

Besides provide two growers salary, this business will offer growing spaces for other growers and seasonal work opportunities. It will further the diversity of local livelihoods which is vital for a small local economy. Having a horticultural business in the local area has many local benefits, such as work placements and apprenticeship opportunities as well as enhancing horticultural knowledge in the locality.

The business will have a positive impact on the Dean Forest Food Hub - as it increases in size the demand will grow and the viability will be cemented.

Social Impact

The market garden will promote healthy seasonal diets as well as traditional authentic food and farming culture. Community life will be enriched by the seasonal fetes on the farm, and work days where our joy and knowledge of gardening is shared. 10 percentage increase in smiling is guaranteed!

Environmental impact

The biodiversity will be increased rapidly and steadily over time, the soil structure will be improved through organic husbandry and through the use of biodynamic practices. The combination of vegetables, woody perennials and trees in a holistic system will increase the habitats, diversity and overall longevity of the health of the garden and surrounding habitat for years to come.

The low fuel miles of the produce and business is ensuring that the enterprise has low ecological footprint. Hopefully, it will reduce the locals' footprint as well as they can do more of their shopping locally.

Mycogeneration Business Plan

1. Enterprise Outline

1.1 Overview

Mycogeneration is a mushroom producing enterprise that aims to support the study, research, promotion, education and development of applied mycology in the areas of forestry, agriculture, and environmental regeneration. I have entered into the first phase of the company's strategy to build the technical capacity and experience to expand and fulfil the objectives of the business. This involves marketing products for domestic and small scale commercial cultivation of a number of gourmet and medicinal mushrooms as well as the cultivation of these same species.

Over the next three years I will stabilise the productive efficiency of these operations and processes while actively expanding this market. During this time I will experiment with the outdoor cultivation of two species of fungi that have proven beneficial symbiotic relations with viable agricultural crops namely, maize and types of brassicas. I will also experiment with the use of horse manure and compost as a growing substrate. If successful I will build on this research and look for further ways to integrate the cultivation of fungi broad scale agriculture.

This business plan will focus on the projected development over the next three years and how these activities will be beneficially integrated with other business and agricultural activities at Yorkley Court Community Farm.

1.2 Background and Context

Fungi is the key to understanding the interconnected biological symbiosis on which our ecosystem and therefore our economy depends. Biologists and mycologists are beginning to discover how utterly dependent our forests are on their association with fungi. Over the last 2 years I have begun to study fungi in more depth with the hope of understanding how to use this knowledge to integrate mycology with agricultural systems and so improve the efficiency of small scale agroecological farming.

The practical application of my knowledge began when I took a specimen of *Pleurotus Ostreatus* from a dying beech tree in the forest and cultivated the strain from the spores and flesh of the fruitbody. Within a month or so I had grown my own mushrooms using that strain on pasteurised straw and cardboard enriched with spent coffee granules.

I began to see the potential of creating a livelihood for myself as well as apply various techniques as developed by leading mycologists to utilise agricultural and commercial waste cycles. By tapping into these waste streams fungi can be used

as a way of recycling waste material into food and compost making an understanding of fungi an essential component to any holistic agricultural system.

At the beginning of this year I began to sell prepared Mushroom Grow Bags through the Dean Forest Food Hub and at the local Country Markets with some success. I now plan to expand on this customer base over the next year.

1.3 Description of Business

Over this coming year I will focus on the production of domestic and commercial grow bags and the small scale production of two species of oyster mushroom for the local market sold through the Dean Forest Food Hub.

The primary material substrate for the Grow Kits and the commercial cultivation of mushrooms will be straw inoculated with rye grain and sawdust mycellial mass. The straw will be pasteurised, inoculated with the desired species of fungi and be filled into varying sizes of plastic bags depending on the product. I will then sell these bags to domestic grower, commercial growers and use them myself to grow the fungi at Yorkley Court Farm.

I will also produce and market Home Grow Kits, mushrooms logs and tea preparations with medicinal mushrooms. A detailed list of products follows.

1.4 Products

Mushroom Grow Bags:

Domestic - primarily for domestic growing the bag contains 1kg of pasteurised straw inoculated with the four different species of gourmet mushroom.

Commercial - 10 - 15kg black plastic bags sold ready to grow with expected yields of 2 to 5kg fresh mushrooms

Home Grown Mushroom Grow Kits:

I have packaged the necessary equipment to ensure the greatest success with home cultivation using the Mushroom Grow Bags. 50l litre ventilated clear plastic container, 1 litre perlite, hygrometer and thermometer, a built in CPU fan with battery pack and timer.

Mushroom spawn:

1kg of spawn on enriched sawdust.

Mushroom Logs:

Inoculated oak and beech logs approximately 3 to 4 ft log with a diameter of 8 to 10 inches with Pearl oyster and Shitake mushroom they can be sold for domestic use to be cultivated in gardens.

Mushrooms:

We aim to be growing several species of gourmet and medicinal mushrooms for local consumption. I intend to utilise the Dean Forest Food Hub to provide a direct access to the local market. I will also dry mushrooms and create added value products through the use of a food processing unit. The following mushrooms will be available to buy:

- Elm Oyster
- King Oyster
- Pearl Oyster

1.5 Marketing

The Dean Forest Food Hub and Country Market's in Newnham and Coleford are providing a good means to build up a local customer base. The 1kg grow bags are a simple way for people to obtain a regular harvest of edible mushrooms while participating in the growing process. Once a habit of cultivation is established growers can maintain a constant level of weekly harvest through the purchase of 2 to 3 Grow Bags per month.

This concept can then be applied to more commercially minded growers who have the capacity for larger scale production. They could buy the prepared ready to fruit substrate in the form of 10 - 15kg bag from Mycogeneration on a month by month contract.

Supplying spawn is also another potential revenue and I have already been approached by a forestry worker based in Sussex who would like to utilise his waste products of wood chip and sawdust for the production of *Hypsizygus Ulmarius* (elm oyster). With increased grain spawn production capacity I could supply him with 10kg to 20kg of sawdust spawn per month priced at £10 per kilo.

Ideally I would like to be able to produce large amount of mushrooms for sale but initially the infrastructure will be a limiting factor at Yorkley Court Farm. However, if the technical capacity for bulk spawn production is established at he farm it would require very little investment to create enough growing room capacity to produce a large amounts of edible mushrooms. I plan to acheive this through the use of insulated shipping containers.

Outdoor cultivation will be possible in this first year. I have already created a *Auricularia auricula-judae* (Judas' ear) growing site in the woodland as well as a large bed for the cultivation of *Stropharia Rugusolo-annulata* (Garden Giant). These will be made available on the Dean Forest Food Hub during the growing season.

The medicinal market offers a great opportunity for value added products from tea preparations to extracts. The *Piptoporus betulinus* (Birch Polypore) and *Trametes Versicolor* (Turkey Tail) have proven anti viral and anti cancer properties and can be very readily produced in large quantity through log cultivation. I have already sold both these varieties in fresh and dried form through the Dean Forest Food Hub.

2. Holistic Perspective

This enterprise aims to play a role in the Yorkley Court Community as well as the Forest of Dean community and the agricultural community. The inputs and outputs outlined below indicate the role of the enterprise in a holistic sense.

2.1 Inputs

Woodchip: sourced as a waste product from landscape gardeners, tree surgeons and possibly the Forestry Commission. This provides a mutually beneficial service for tree surgeons and landscape gardener who often have to pay to tip woodchip.

Sawdust: sourced from local sawmills and the on site Cabiners Association workshop.

Ryegrain: could be grown on site within agroforestry alley cropping systems

Straw: could be obtained as a by product of rye grain on site Rye grain production

Wood fuel: using a bio char producing rocket stove only small sized pieces of wood such as woodchips and sticks can be used

Electricity: all activities require low energy systems to be supplied with renewable energy technologies such as solar and wind

3.2 Outputs

Waste straw pasteurisation water: can be used as a natural herbicide

Spent substrate block: can be used as animal fodder and chicken feed or otherwise composted.

Charcoal and ash: can be used to enrich compost and build soil fertility.

3. Economics and budgets

3.1 Start up Resources and Infrastructure

Year 1

Resources

Bulk Materials:

straw - currently a gift by a local farmer the cost of a 20kg straw bale is roughly £4

woodchip - sourced from local landscape gardener, tree surgeons

sawdust - sourced from local woodworkers and carpenters

rye grain - organic rye grain £18 per kilo

gypsum - 25kg £8

vermiculite - 100l £20

freshly cut logs; beech and oak

Expendables:

surgical masks

latex gloves

cleaning equipment

isopropynol

anti bacterial hand gel

Black plastic bin liners

plastic bags

Equipment

18l pressure cooker

200+ 500ml litre kilner jars

rocket stove

oil drum

wire mesh basket

gas hob and gas bottle

glove box

small hepa filter attached to glove box

(for grow kits)
clear plastic 50l containers
thermometer and hygrometer
1l perlite
cpu fan
battery pack
timer switch

Infrastructure:

Site of Operation:

All activities will be carried out on the hard standing in front of the main Nissen hut with the exception of two outdoor growing sites in the woodland on the lower part of the land.

Laboratory:

Converted small box trailer with stainless steel surfaces to provide a sterile environment for grain spawn production.

Bulk Substrate Pasteurisation:

Outdoor preparation of straw, sawdust and woodchip pasteurisation requires the capability to heat large quantities of water. This will be achieved through the use of 50gallon oil drum over a small rocket stove.

Incubation Unit:

a 20ft insulated shipping container

Growing room:

a 20ft shipping container fitted with misters and ventilation fans. I also am working towards the design of temporary growing tunnels to be used in a woodland environment.

Year 2

In year two I will upgrade the laboratory with a built in HEPA filter and laminar flood. I will also install a 12v/gas refrigeration unit. A separate incubation unit with an insulated shipping container. upgrade to 26l pressure cookers. A specific growing room will also be provided through the use of a shipping container.

Resources:

Bulk materials:

same as year 1

Expendables:

as year one

petri dishes

slants

Polypropylene (heat resistant) bags

microporus filters

Equipment:

2x 26l pressure cookers

extra 200 jars

Infrastructure:

Laboratory

laminar flow hood

HEPA filter

refrigeration unit

Incubation unit

shipping container

Growing room

woodland polytunnel

shipping container

Year 3

With the growing cycles established I will be in a better position to begin larger scale production of mushrooms with additional species as well as outdoor growing sites on logs and woodchip beds providing extra revenue in late summer and autumn and early winter.

Resources: same as year 2

Infrastructure: no additional infrastructure costs

3.2 Projections

Year 1

To establish basic infrastructure and move towards large scale commercial production of Oyster mushrooms while researching the potential of broad scale mycoagriculture.

Projected Costs and Inputs:
 Resources: £600
 Infrastructure: £1000

Projected Revenues and Outputs for year 1

Product	Sale Price	Sale Target	Total Revenue
Domestic Grow Bag	£5.00	60	£300.00
Commercial Grow Bag 10kg	£12.00	80	£960.00
Grow Kits	£30.00	10	£300.00
Logs	£20.00	20	£400.00
Mushrooms	£10/kg	25kg	£250.00

Total	£2,210.00
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Year 2

Begin full scale commercial production of oyster mushrooms utilising woodland polytunnels and converted shipping containers.

Projected Costs and Inputs:
 Resources: £500
 Infrastructure: £3000

Projected Revenues and Outputs year 2

Product	Sale Price	Sale Target	Total Revenue
Domestic Grow Bag	£5.00	120	£600.00
Commercial Grow Bag 10kg	£12.00	160	£1,920.00
Grow Kits	£30.00	20	£600.00
Logs	£20.00	40	£800.00
Mushrooms	£10/kg	50kg	£500.00
Total Income			£4,420.00

Year 3

Use revenues to fund mycological research in applied techniques to forestry, agriculture, environment safeguarding and regeneration.

Projected Costs and Inputs:

Resource: £500

Infrastructure: £1000

Projected Revenues and Outputs year 3

Product	Sale Price	Sale Target	Total Revenue
Domestic Grow Bag	£5.00	200	£1,000.00
Commercial Grow Bag 10kg	£12.00	200	£2,400.00
Grow Kits	£30.00	30	£900.00
Logs	£20.00	50	£1000.00
Mushrooms	£10/kg	75kg	£750.00
Total Income			£6,050.00

Year 4 and 5

The business is not predicted to grow any further in year 4 and 5.

Resource: £500

Infrastructure: £500

Projected Revenues and Outputs Year 4 and 5 - (as year 3, see table for year 3)

3.3 Overview of Expenses and Income for years 1-5

Expenses	year 1	2	3	4	5
Resources	600	500	500	500	500
Infrastructure	1000	3000	1000	500	500
Total Expenses	1600	3500	1500	1000	1000

Income	year 1	2	3	4	5
Domestic Grow Bags	300	600	1000	1000	1000
Commercial Grow bags	960	1920	2400	2400	2400
Grow Kits	300	600	900	900	900

Logs	400	800	1000	1000	1000
Mushrooms	250	500	750	750	750
Total income	2210	4420	6050	6050	6050

Total Gross Profit	610	920	4550	5050	5050
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3.4 Subsistence Output value

Below table shows the goods and services produced by the enterprise which benefit the community and are here quantified in £ as an estimate for year 5. Although the goods and services are not actually sold to the community the purpose of this table is to demonstrate how these outputs contribute to off-setting the costs of living on the farm, thereby reducing yearly expenses.

Average output valued in £

Goods and services Output	Outputs quantified in £
Culinary mushrooms for the community kitchen	500
Myco water filtration beds around springs	400
Total subsistence £	900

Community Garden Business Plan

Background

Yorkley Court Community Garden (YCCG) is a project arising from the evident need to provide food at Yorkley Court Community Farm in line with the principals of Food Sovereignty. The method of agriculture undertaken is Biodynamic Agriculture which requires a dedication to working with the rhythms and timings of astronomical events as well as improving soil life and vitality.

Description

YCCG primarily provides the residents, volunteers and visitors of Yorkley Court Community Farm (YCCF) with Biodynamically grown vegetables and fruits, in line with the principals of Food Sovereignty and Subsistence Farming. Additionally YCCG will also be stocking local shops, markets and The Food Hub with cut flower bunches and seedlings of edible plants.

The focaliser for the project is Hannah Beasley who is a trained Biodynamic horticulturalist. 30Hrs p/w

The garden employs an additional 3 full time workers who are also residents, have skills in horticulture, landscaping and manual labour. Working each 30 hrs p/w. Additionally the project is reliant on 2 to 5 visiting volunteers per week who work in the garden in return for veg, 5-20 hrs p/w.

There is an essential need with Biodynamic Agricultural methods, that workers are present every day of the year, ideally in residence.

People need to be available on a daily basis from before dawn until after dusk for these tasks:

- Irrigation of covered cropping and outdoors.
- Monitoring temperature and air flow in protected cropping areas- this needs to be done daily at dawn and dusk and monitored and adjusted through out the day.
- Daily harvesting – this needs to be done in the early morning to ensure the shelf life of the crop.

Regular weekly/more frequent tasks:

- Pricking out of seedlings for sale
- Bunching of flowers for sale
- Stocking of local shops
- Management of on-line orders
- Packing of on-line orders
- Sowing crops
- Weeding, hoeing and preparing beds

- Preparing price list for sale of goods that week
- Administration of sales
- Stock check and purchase of any goods required for selling seedlings (e.g. seed trays, compost, seeds etc).

Additional man hours needed for:

- In the first year a lot of man hours have been required to dig the land by hand. This will increase as the garden does.
- The making and application of Biodynamic preparations which needs to be done with the correct timings required by the positioning of the Planets, Moon and Sun. This includes dawn, dusk and specific days of the year that fall outside of usual working hours including Christmas Eve, Boxing Day and Weekends.
- Design and cropping plans for gardens
- Sowing plans for gardens

Marketing

Our primary 'market' is the farm and therefore very little marketing is required. We will simply stock the cupboards! In turn we will receive goods and services from other members of the consortium, e.g. ploughing with the horses, wood for fencing etc. Additionally we will provide some produce in local shops. YCCG will use the logo if YCSF on products sold externally and a continuity will be seen with products presented in the same containers and the price and logo on slate.

Projections

In the first year we are being funded by donations of services, stock and money earned by selling seedlings. We aim to be creating an income from sales of produce to cover costs for Year 2. By year 5 we project a profit that will be split between wages, the garden running costs and YCCF projects. We are not driven by profit but do recognise that costs need to be covered to be sustainable.

Start up costs and equipment needed

Item	Price
Spades x6	4 Donated £20 x2 = £40
Forks x5	Donated
Rakes x2	Donated
Scythe x2	Donated

Seeds	some donated £40.00
Fruit Bushes x 400	Donated
Fencing 250m	£150 donated for purchase
Fence Posts	Made
Compost	£100.00
Pots and seed trays	Some donated 1000xs = £20
Trellis	3 x £10 = £30 or Made
Shed	Donated
Total start up costs not covered by donations	£230.00

Income Forecast for external sales in £

Yr	1	2	3	4	5
Expenses					
Start up costs	230				
Seed		100	100	70	70
Compost		50	30	20	20
Petrol/45 p/m	200	200	250	275	300
Misc		50	50	50	50
Total expenses	430	400	430	415	440
Income					
Seedling sales	1000	1500	2000	2500	3000
Veg sales		0	500	1000	1500
Cut flowers	250	300	350	400	450
Garden services	1000	1000	1000	1000	1000
Total income	2250	2800	3850	4900	5950
Total gross profit	1820	2400	3420	4485	5510

Garden output valued in £:

Year	Acres	Tonnes of produce consumed by the community	Value in £
1	0.5	3	£3,000.00
2	1	6	£6,000.00
3	1.5	10	£10,000.00
4	2	14	£14,000.00
5	3	14	£14,000.00

Economic, Environmental and Social Impacts

YCCG provides an open exchange of horticultural skills on a voluntary basis. Through education and skill sharing we create real value. By year 5 we will be providing allotment space for local people to 'grow their own' in line with the principals of Food Sovereignty.

We will be increasing biodiversity and consciously providing pollinators with friendly plants. Using Agroforestry farming methods and recreating hedgerows we will provide habitats for a multitude of wild animals. Using Biodynamic principals will heal the soil life and in turn all life on the farm. Also the Biodynamic standard requiring a minimum 10% uncultivated land wild meadows will be reinstated.

Socially we are providing volunteer opportunities and beautiful Biodynamic produce. By year 5 we will be providing paid work placements. In year 1 it is crucial that we are able to have full and part time volunteers in order to get this project off the ground. This is provided by the residents of Yorkley Court Community Farm.

Complimentary elements from Yorkley Court Community Farm

- Full and part-time volunteers
- Field work from horses
- Wood for fire and fencing
- Food processing

Collaborations

Four stockists have already agreed to a sale or return arrangement for the first year cut flower season. There is also an arrangement with a local market storeholder to stock the edible seedlings. By year 5 we will also be selling produce from a small farm shop at Yorkley Court Community Farm and the garden will be able to support other growers, crafts people and those who want to 'grow your own'.

Sowing Plan 2014

Month	Solar Aspect	Crop
January	Sagittarius Capricorn	Salads
		Celariac
		Radish
		Salads
		Onion
		Beetroot
		Parsnips
		As above
February	Capricorn Aquarius	Peas
		Broad beans
		Sweet peas
		Flowers
		Green Manures
		Herbs
		As above
		Tomatoes
March	Aquarius	Peppers
		Squash
		Pumpkin
		Courgettes
		Flowers
		Potatoes
		Brasicas
		Salads
April	Pisces Aries	As above
		Beans
		Peas
		Pumpkins
		Courgettes
		Cucumbers
		Flowers
		As above
May	Aries	As above

	Taurus	Beetroot
		Parsnips
		Onions
		Garlic
		Leeks
		Carrots
June	Taurus	Swedes
		Turnips
		Kohl rabbi
		Kale
		Salads
	Gemini	Flowers
July	Gemini	Summer Herbs
	Cancer	Salads
		Herbs
		Kale
		Winter Chard
August	Cancer	As above
	Leo	
September	Leo	
	Virgo	Salads Indoor
October	Virgo	Onions
		Garlic
		Radish
	Libra	
November	Libra	
	Scorpio	Salads Indoor
December	Scorpio	
	Sagittarius	